Approved For Release 2008/03/28 : CIA-RDP88B00443R000803560002-1

DECLASSIFIED VERSION

REMARKS OF WILLIAM J. CASEY

DIRECTOR OF CENTRAL INTELLIGENCE

TO

CIA EMPLOYEES

CIA AUDITORIUM

24 JANUARY 1984

Approved For Release 2008/03/28 : CIA-RDP88B00443R000803560002-1

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As we start our fourth year of working together, I want you to know that it's been a rich and gratifying experience for me and I want to thank all here for what we have been able to do together. At the same time I want to tell you about some discussions and events during the first weeks of this year which brought home to me how much more there is to do.

Week before last I prepared a rather detailed report on what we've been able to accomplish over the last three years and reviewed it with the President. More than any other part of the government we are in action every day, dealing with the worldwide apparatus of the KGB, plus some 70 non-governing communist parties, plus peace and friendship organizations all over the world directed from Moscow, plus the East German, Cuban, and other Bloc intelligence services--all working to steal our technology, to damage our reputation, to divide us from our friends, to destabilize, subvert and overthrow governments friendly to us.

The President knows that CIA is the organization in the free world most capable of dealing effectively with this enormous apparatus and frustrating its objectives. I was able to spell out for him how in these three years, almost from scratch, we have created new capabilities for dealing with world problems. I reviewed how, in recent months, we have thwarted terrorist attacks, recovered stolen technology and carried out rescue operations in many parts of the world.

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In the Intelligence Community and in CIA the production and quality of finished intelligence for policymakers is at the highest level in history. From a low point in 1980 of only 12 national estimates, in 1983 we published some 50 national estimates as well as 25 other Intelligence Community assessments. In addition, we completed more than 800 research projects on a nearly inconceivable range of subjects from Soviet weapons systems to population problems to the implications of international debt. This was in addition to our stream of periodicals--dailies, weeklies, monthlies and quarterlies.

I was able to tell the President how our Directorate of Science and Technology has come up with a whole range of improved methods of acquiring and analyzing information. I was able to spell out how, in 1983, the KGB has taken the worst shellacking in its history as 117 Soviet intelligence agents defected or were expelled from over 20 countries on all continents.

It took me 20 single-spaced pages to summarize for the President what we have accomplished over these three years. I have no intention of taking you through all of that today. But I do want you to know that the President reacted strongly with pride and appreciation in what you have done in rebuilding and revitalizing the nation's intelligence arm and extends his appreciation and congratulations.

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THIS WEEK, WITH OUR NATIONAL INTELLIGENCE OFFICERS, I AM PUTTING THE FINISHING TOUCHES ON THE WORLDWIDE BRIEFING WHICH WE GIVE TO SIX COMMITTEES OF THE CONGRESS AT THE BEGINNING OF EACH SESSION. TOMORROW, IN THE FIRST OF THESE BRIEFINGS, WE WILL TELL THE SENATE ARMED SERVICES COMMITTEE ABOUT THE LARGE NUMBER OF NEW STRATEGIC WEAPONS WHICH THE SOVIETS HAVE UNDER DEVELOPMENT TO THREATEN US--HEAVY MISSILES, MOBILE MISSILES, CRUISE MISSILES LAUNCHED FROM NEW SUBMARINES AND NEW AIRPLANES. WE WILL TELL THEM ABOUT NEW CONVENTIONAL WEAPON SYSTEMS TO BE DEPLOYED TO SUPPORT A DOCTRINE OF HIGHLY MOBILE MANEUVER FORCES SUPPORTED BY MASSIVE ARTILLERY FIRE AND TACTICAL AIR STRIKES. WE WILL TELL THEM ABOUT THE WORLDWIDE OCEAN EXERCISE LAST SEPTEMBER.

WE WILL SPELL OUT HOW THE GLOBAL REACH OF THE SOVIET UNION HAS EXPANDED OVER THE LAST TEN YEARS SO THAT SOVIET FORCES NOW OPERATE FROM FULL-FLEDGED BASES IN CUBA, VIETNAM, SYRIA, SOUTH YEMEN, ETHIOPIA, LIBYA, ANGOLA, AND OVER A DOZEN ADDITIONAL COUNTRIES ALLOWING MORE LIMITED ACCESS. A SOVIET MILITARY PRESENCE IS NOW ESTABLISHED IN EVERY MAJOR REGION OF THE WORLD.

WE WILL SPELL OUT HOW COMMUNIST AND RADICAL ARAB STATES USE DOZENS OF MAJOR TERRORIST ORGANIZATIONS, SCORES OF TERRORIST TRAINING CAMPS AND A WIDE ARRAY OF AD HOC TERRORIST GROUPS AND LIBERATION MOVEMENTS TO THREATEN AND ATTACK OUR PEOPLE, DISRUPT THE PEACE AND INFLAME RACIAL, RELIGIOUS AND OTHER CONFLICTS AROUND THE WORLD. PREPARING THESE BRIEFINGS BRINGS HOME VIVIDLY

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THE TREMENDOUS RESPONSIBILITY WE HAVE TO KEEP TRACK OF, TO UNDERSTAND AND TO WARN ABOUT THE EVOLUTION OF AN AWESOME ARRAY OF SOPHISTICATED NEW WEAPONS SYSTEMS, OF NEW MILITARY DOCTRINES AND STRATEGIES, OF THE RISE AND FALL OF NATIONAL ECONOMIES, OF POTENTIAL INSTABILITIES AND CHANGES OF DIRECTION IN COUNTRIES ON WHICH WE DEPEND, OF NEW TECHNOLOGIES WHICH AFFECT BOTH OUR SECURITY AND OUR PROSPERITY, OF THE POLITICAL DRIVE IN EUROPE TO BREAK UP THE WESTERN ALLIANCE, OF THE RACE FOR SUPREMACY IN SCIENCE AND TECHNOLOGY. THIS IS THE STUFF OF EVERYDAY LIFE IN THIS ORGANIZATION. MEETING THE CHALLENGE OF DEALING WITH THIS PANORAMA OF FAST MOVING EVENTS BOTH DEMANDS AND BRINGS OUT THE BEST IN ALL OF US.

THE FIRST WEEK OF THE YEAR WE PUT THE FINISHING TOUCHES ON OUR BUDGET FOR FISCAL YEAR 1985. THE PRESIDENT AND THE CONGRESS HAVE BEEN GENEROUS IN GIVING US THE RESOURCES TO BUILD AND IMPROVE OUR CAPABILITY TO MEET THESE CHALLENGES. WE ARE WELL ON THE WAY TO RECOVERING THE GROUND LOST DURING THE 70S. BY 1986 WE WILL BE EXAMINING THE WORLD MUCH MORE CLOSELY AND WITH NEW TECHNICAL MARVELS COLLECTING INFORMATION WHICH WE DO NOT NOW REACH. TO HANDLE THIS GREATLY EXPANDED FLOW OF DATA, GET IT WHERE IT IS NEEDED, SORT IT OUT AND FIGURE OUT WHAT IT MEANS, WE ARE MODERNIZING OUR COMMUNICATIONS NETWORK, DEVELOPING NEW COMPUTER SYSTEMS AND OTHER ADVANCED METHODS OF MANAGING AND TARGETING THESE COLLECTION SYSTEMS AND PROCESSING AND ANALYZING THE DATA THEY WILL PRODUCE. OVER THESE THREE YEARS OUR HUMAN SOURCE COLLECTION HAS GROWN

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SUBSTANTIALLY. OUR ANALYSTS WILL BEAR THE BRUNT OF COPING WITH A SHARPLY INCREASED VOLUME OF INFORMATION. IN THE LAST THREE YEARS THE BUDGET OF THE DIRECTORATE OF INTELLIGENCE HAS INCREASED BY ALMOST 50 PERCENT AND BY THE END OF THIS YEAR WE WILL HAVE ADDED MANY NEW ANALYSTS TO THE ROSTER. RESOURCES FOR OUTSIDE EXPERTISE TO HELP AND CRITIQUE OUR ANALYSIS HAVE ALMOST TRIPLED. WE HAVE CONDUCTED A MASSIVE CAMPAIGN TO PUT OUR ANALYSTS IN TOUCH WITH EXPERTS IN THE PRIVATE SECTOR, UNIVERSITIES, THINK TANKS, PRIVATE BUSINESS HERE AND ABROAD. WE HAVE MOVED ANALYSTS INTO THE COMPUTER AGE WITH HUNDREDS OF THEM NOW HAVING A TERMINAL TO BRING NEW REPORTS TO THEIR DESK EVERY DAY, ORGANIZE THEIR DATA AND BRING IT BACK AS NEEDED. ONLY WITH IMPROVED METHODS WILL THE SAME NUMBER OF ANALYSTS CIA HAD IN 1960 BE ABLE TO COPE WITH THE FAR BROADER PROBLEMS OF THE 1990s.

IT SAYS A LOT ABOUT THE IMPROVED PUBLIC ATTITUDE TOWARD THE CIA THAT LAST YEAR ABOUT A QUARTER OF A MILLION AMERICANS ASKED ABOUT SIGNING UP WITH THE CIA. FEWER THAN ONE PERCENT WERE HIRED. THAT'S VERY TIGHT SCREENING AND SELECTION. TO COPE WITH THIS INCREASED HIRING, TO DEVELOP NEW SKILLS AND HELP ALL OF US DO BETTER AND MORE RELEVANT WORK, OUR TRAINING CAPABILITIES HAVE BEEN EXPANDED AND IMPROVED WITH NEW COURSES AND PROGRAMS. THIS SPRING WE WILL BREAK GROUND FOR A NEW BUILDING ON THIS CAMPUS WHICH WILL GIVE US MORE THAN AN ADDITIONAL MILLION SQUARE FEET OF SPACE AND GREATLY IMPROVE THE EFFICIENCY WITH WHICH WE WILL BE ABLE TO DO OUR WORK.

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ALL OF US CAN TAKE PRIDE IN WHAT WE HAVE UNDER WAY, AND HOW WE HAVE USED THE RESOURCES THAT HAVE BEEN PROVIDED US. BY 1986 WE WILL HAVE COMPLETED MOST OF THE BUILDUP PROJECTED THREE YEARS AGO. BUT THE PROBLEMS WILL BE GREATER AND MORE COMPLEX. THE AMOUNT OF DATA BEING COLLECTED WILL THREATEN TO INUNDATE US. WE WILL BE ABLE TO STAY ON TOP OF IT AND MEET OUR RESPONSIBILITIES ONLY BY HIGHER QUALITY PERFORMANCE. WE ARE WELL INTO THE PROCESS OF RESTORING OURSELVES QUANTITATIVELY. OUR THRUST FOR THIS YEAR AND BEYOND MUST BE TO IMPROVE THE QUALITY OF OUR SKILLS, OF OUR PERFORMANCE AND OF THE SERVICE WE PROVIDE OUR CUSTOMERS.

WE START WITH WHAT IS PROBABLY THE MOST PROFESSIONAL AND DEDICATED WORK FORCE IN THE US GOVERNMENT. WE HAVE TRADITIONALLY MAINTAINED A POSITION ON THE LEADING EDGE OF TECHNICAL ACHIEVEMENTS IN THE COLLECTION AND HANDLING OF INFORMATION. THE QUALITY OF OUR ANALYSIS IN MANY AREAS SURPASSES THAT PRODUCED ANYWHERE ELSE IN THE FEDERAL GOVERNMENT--OR, FOR THAT MATTER, IN THE PRIVATE SECTOR. WE NEED TO CONTINUE TO ATTRACT AND RETAIN SOME OF THE BEST MINDS AVAILABLE IN ANALYTICAL, OPERATIONAL, TECHNICAL AND SUPPORT SPECIALTIES. WE NEED TO RECRUIT YOUNG PEOPLE WITH BRAINS, CREATIVITY, DEDICATION AND DRIVE. WHAT WE HAVE TO OFFER THEM IS THE OPPORTUNITY TO PARTICIPATE IN AN ORGANIZATION UNIQUE IN THE CHALLENGES IT FACES, IN THE RESPONSIBILITY IT CARRIES, IN THE SPIRIT AND THE CAN-DO QUALITIES IT MANIFESTS. EVERY ONE OF US SHOULD MAKE IT PART OF OUR RESPONSIBILITY TO BE ALERT TO PEOPLE

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WHO CAN MEET OUR STANDARDS, TO CONVEY THE MESSAGE THAT THERE IS A SPECIAL PRIVILEGE AND A SPECIAL SATISFACTION IN OUR WORK AND DO EVERYTHING WE CAN TO PROVIDE THE EXAMPLE, THE LEADERSHIP, THE GUIDANCE AND THE OPPORTUNITY TO HELP NEW RECRUITS DEVELOP AS WE WOULD LIKE THEM TO.

CIA MUST HAVE DONE THIS WELL OVER THE YEARS. LET US NOW FOCUS MORE CONSCIOUSLY ON DOING IT BETTER AND MORE COMPREHENSIVELY. WE ARE CONSTANTLY FACING THE LOSS OF PROVEN EXPERIENCE AND ABILITY THROUGH RETIREMENTS. WE WILL HAVE TO FILL THAT GAP FROM BELOW AND THE RAPID ACCUMULATION OF NEW THREATS, PROBLEMS, AND CONCERNS FOR US TO HANDLE PROVIDES THE OPPORTUNITY AND THE PRESSURE TO BRING OUR NEW RECRUITS AND YOUNGER PEOPLE ALONG RAPIDLY TO BOTH HIGHER RESPONSIBILITY AND BETTER PERFORMANCE.

WE MUST REMEMBER THAT WHEN THE SPIRIT AND ATTITUDES WE CHERISH HERE WERE DEVELOPED CIA WAS A MUCH SMALLER GROUP OF PEOPLE, MANY OF WHOM KNEW EACH OTHER AND HAD WORKED TOGETHER BEFORE. WE NOW HAVE MORE NEW PEOPLE THAN WE'VE HAD IN A VERY LONG TIME. WE NEED TO TAKE SPECIAL CARE THAT WE PRESERVE, TRANSMIT AND RENEW THE QUALITIES WHICH HAVE BEEN INSTILLED HERE OVER 37 YEARS.

GOOD AS WE ARE, THESE NEW CHALLENGES DEMAND THAT WE WORK TO IMPROVE OUR PERFORMANCE. HOW DO YOU GET SUPERIOR PERFORMANCE FROM A VERY LARGE ORGANIZATION? IT'S NOT COMMON AND IT'S NOT

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EASY. IN SEARCH OF EXCELLENCE--LESSONS FROM AMERICA'S BEST RUN COMPANIES IS THE NAME OF A BOOK WHICH FOR MANY MONTHS NOW HAS REPLACED AT THE TOP OF THE BEST SELLER LIST VARIOUS GUIDES ON SEX, ON HOW TO GET RICHER AND ON HOW TO EAT WELL WITHOUT GETTING FAT. THIS BOOK EXAMINES THE IBMs, THE BOEINGS, THE HEWLETT-PACKARDS, THE MINNESOTA MININGS, THE MCDONNELLS, THE BECHTELS AND SOME 30 OTHER OUTSTANDING CORPORATE PERFORMERS TO SEARCH OUT WHAT IT IS THAT ACCOUNTS FOR THEIR LEADERSHIP, THEIR SUPERIOR SERVICE AND THEIR GENERAL PERFORMANCE.

HOW DO THEY DO IT YEAR AFTER YEAR? MUCH THE SAME QUALITIES RUN THROUGH THESE ENTERPRISES ENGAGED IN BROAD SPECTRUM OF DIVERSE ACTIVITIES. THERE IS A BIAS FOR ACTION, THE CLOSEST ATTENTION TO SERVING THE CUSTOMER, ENCOURAGING ENTREPRENEURSHIP IN THE ORGANIZATION, LOOKING TO THE RANK AND FILE AS THE ROOT SOURCE OF QUALITY IN PERFORMANCE, FOSTERING LEADERSHIP AND INNOVATION AT ALL LEVELS, PRACTICAL RISK-TAKING, LEAN STAFFS, LOTS OF SMALL TASK FORCES TO TACKLE SPECIFIC PROBLEMS IN A SHORT TIME FRAME, A HIGH PREMIUM ON FLEXIBILITY, ON RAPID AND EFFECTIVE LEARNING, ON ADAPTATION AND COMMITMENT. IN A VARIETY OF WAYS THEY ENCOURAGE INITIATIVE, SUPPORT SELF-STARTERS, CREATE TASK FORCES WITH SHORT TIME FUSES TO REACT QUICKLY, BREAK NEW GROUND, CROSS FERTILIZE EXPERIENCE AND KNOWLEDGE. THEY PUSH THEIR MANAGERS AND STAR PERFORMERS TO LEAD AND DEVELOP YOUNGER PEOPLE BY FORCE OF EXAMPLE, TO IDENTIFY THEIR COMERS AND TO FORCE THE PACE OF THEIR DEVELOPMENT.

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WE HAVE IN CIA MANY OF THE FEATURES THAT CHARACTERIZE THESE HIGH-POWERED PRIVATE ORGANIZATIONS. WHEN WE AWARDED THE PERFORMANCE BONUSES HERE LAST WEEK TO SENIOR MANAGERS, WE RECOGNIZED INDIVIDUALS WHO CARRY THE PRINCIPAL RESPONSIBILITY IN OUR GOVERNMENT FOR ASSESSING THE SOVIET STRATEGIC THREAT, FOR COPING WITH THE SOVIET-CUBAN SUBVERSIVE THRUST IN THE CARIBBEAN AND CENTRAL AMERICA, FOR MODERNIZING OUR WORLDWIDE SUPPORT SYSTEMS FOR WATCHING SOVIET VIOLATIONS OF ARMS CONTROL AGREEMENTS AND OTHER SPLENDID ACHIEVEMENTS. WE ARE MOVING YOUNGER PEOPLE INTO GREATER RESPONSIBILITY AS OFFICE DIRECTORS AND HEADS OF MAJOR OPERATIONS OF WORLDWIDE IMPORTANCE. WE HAVE MID-LEVEL OFFICERS BRIEFING THE PRESIDENT AND WORKING ON TASK FORCES TACKLING HIGH NATIONAL CONCERNS ABOUT INSURGENCIES, ABOUT TERRORISM, ABOUT DECEPTION AND DAMAGE TO OUR INTELLIGENCE CAPABILITIES, ABOUT THE STABILITY OF MAJOR COUNTRIES IN WHICH WE HAVE BIG STAKES. WHERE ELSE CAN YOUNG PEOPLE GET THAT KIND OF A CHALLENGE?

THOSE WHO WILL BE OUR FUTURE MIDDLE AND SENIOR LEVEL MANAGERS WILL ALSO BE JUDGED ON THEIR RECORD IN IDENTIFYING AND DEVELOPING TALENT AS WELL AS ON THEIR OWN PERFORMANCE. THE PROCESS OF MAKING ASSIGNMENTS--DECIDING HOW MUCH AND WHAT KIND OF EXPERTISE MUST BE FOCUSED ON THE VARIOUS TASKS WHICH CONFRONT US, AND DECIDING TO WHOM TO ENTRUST THESE TASKS--IS OF CRITICAL IMPORTANCE. SOME ASSIGNMENTS STRETCH THE CAPABILITIES OF OUR PEOPLE--SOMETIMES SETTING THE STAGE FOR GREAT GROWTH. OTHER ASSIGNMENTS MERELY

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TAKE ADVANTAGE OF WHAT A PERSON ALREADY KNOWS HOW TO DO. AS YOU CARRY OUT THIS ESSENTIAL TASK, CONSIDER THE PERSONAL DEVELOPMENT ASPECTS OF EACH ASSIGNMENT AS CAREFULLY AS YOU DO THE NEED TO ACCOMPLISH SUCCESSFULLY WHATEVER TASK IS AT HAND.

YOU WILL FIND OTHER WAYS TO FOSTER AN ATMOSPHERE OF CHALLENGE AND OPPORTUNITY, TO TEST OUR YOUNGER PEOPLE, TO BRING THEM MORE RAPIDLY INTO HIGHER AND BROADER RESPONSIBILITY, AND TO INSTILL IN THEM A SENSE OF PURPOSE AND A CONFIDENCE IN THEIR CAPABILITIES.

IT ALL BOILS DOWN TO A QUEST FOR EXCELLENCE. THAT IS AND ALWAYS HAS BEEN ALIVE AND WELL IN THIS ORGANIZATION. HOW CAN WE INTENSIFY AND TRANSMIT THAT ASPIRATION TO EVERY CORNER OF THIS ORGANIZATION AND BRING OUT LATENT TALENT WHEREVER IT EXISTS. WEEK BEFORE LAST, AFTER A DAY VISITING A LEADING CORPORATE RESEARCH CENTER, I CAME AWAY WITH NEW INSIGHT INTO HOW QUALITIES OF THRUST AND DRIVE, FLEXIBILITY AND RESPONSE TO CHALLENGE AND THE QUEST FOR EXCELLENCE CAN BE MADE TO PERVADE AND ANIMATE A HUGE ORGANIZATION. A MAJOR KEY TO ITS SUCCESS IN MAINTAINING HIGH PERFORMANCE, FOCUS AND DRIVE IN A LARGE NUMBER OF COMPONENT ORGANIZATIONS SPREAD ALL OVER THE WORLD IS A STATEMENT OF OBJECTIVES AND PRINCIPLES WHICH THEY TAKE VERY SERIOUSLY. WE HERE AND OTHERS IN GOVERNMENT HAVE A CODE OF CONDUCT WHICH PRIMARILY TELLS US WHAT NOT TO DO. THAT IS IMPORTANT AND MUST NOT BE NEGLECTED. BUT WE ALSO NEED TO HAVE EVER IN OUR MINDS A CALL TO ACTION, A STATEMENT OF POSITIVE PURPOSE, AN ARTICULATION OF STANDARDS OF EXCELLENCE TO WHICH WE CAN RALLY AND ASPIRE.

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THE TONE AND ATTITUDE AT CIA IS RIGHT BUT I BELIEVE AN ARTICULATION OF OUR POSITIVE OBJECTIVES CAN INTENSIFY THE EXCELLENCE WE HAVE ACHIEVED HERE AND SPREAD IT MORE BROADLY. I'VE COLLECTED FROM A NUMBER OF CORPORATE STAR PERFORMERS STATEMENTS OF THEIR OBJECTIVES WHICH THEY RELY ON TO GIVE THEIR PEOPLE THE FREEDOM AND RESPONSIBILITY TO WORK TOWARD THOSE STATED GOALS IN WAYS THEY FIND BEST IN THEIR RESPECTIVE AREAS OF RESPONSIBILITY.

HOW DO WE GET SUCH A STATEMENT OF PURPOSE, AN ARTICULATION OF STANDARDS OF EXCELLENCE FOR THIS ORGANIZATION IN A WAY WHICH DEVELOPS FROM WITHIN AND REFLECTS THE VIEWS, ASPIRATIONS AND THE EXPERIENCE OF ALL OUR PEOPLE AND, ABOVE ALL, WHICH HAS THEIR COMMITMENT. IN THE THREE YEARS I'VE BEEN HERE, I'VE VISITED MANY OF OUR PEOPLE OVERSEAS AND HAVE VISITED MOST ELEMENTS OF THE ORGANIZATION HERE IN THE CAPITAL AREA. I DO AS MUCH OF THIS AS I CAN FIND TIME FOR BECAUSE I ALWAYS LEARN AND FEEL BETTER ABOUT THIS OUTFIT FROM TALKING WITH YOU ONE ON ONE OR IN SMALL GROUPS. RECENTLY, I REALIZED THAT I NEEDED MORE CONTACT WITH THE MANY SUBSTANTIVE COMMITTEES WE HAVE IN THE COMMUNITY AND THOSE WE HAVE IN THE CIA. SO I WROTE TO THE CHAIRMAN OF EACH COMMITTEE ASKING FOR A THREE-PARAGRAPH NOTE TELLING ME (1) WHAT THE COMMITTEE WAS UP TO, (2) HOW WELL IT WAS DOING AND (3) HOW IT MIGHT DO BETTER. I RECEIVED GOOD RESPONSES QUICKLY AND THEY LED TO GOOD, PURPOSEFUL MEETINGS AND VALUABLE NEW PROJECTS FOR THE MORE ACTIVE COMMITTEES AND THE EXTINCTION OF SOME WHICH HAD SERVED THEIR PURPOSE.

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WHAT I WANT TO DO NOW IS TO INSTITUTE A PROCESS TO GET WITHIN A SHORT TIME FRAME, FROM EVERY CORNER OF THE ORGANIZATION, A BROAD EXAMINATION OF WHAT WE ARE ABOUT, WHAT IT IS WE WANT TO FOSTER AND ENCOURAGE, AND THE KIND OF THINGS WE CAN DO TO ACCOMPLISH THAT. FROM THIS WE WILL DEVELOP A STATEMENT OF PURPOSE APPLICABLE TO THIS ORGANIZATION, TO OUR MISSION, TO THE KIND OF CUSTOMERS WE SERVE, AND TO THE KIND OF WORK ENVIRONMENT AND TASKS WHICH OUR MISSION REQUIRES. OUT OF THIS EXERCISE I BELIEVE WE CAN LEARN AND TEACH EACH OTHER A LOT. I WOULD LOOK FOR THE KIND OF POSITIVE STATEMENT OF PURPOSE AND STANDARDS OF EXCELLENCE WHICH WILL SUPPLEMENT THE CODE OF CONDUCT WHICH NOW TELLS US HOW WE MUST BEHAVE AND WHAT WE MUST NOT DO. OUT OF IT I BELIEVE WILL COME A HIGHER SENSITIVITY TO HOW WE CAN ENCOURAGE CREATIVITY, INDEPENDENCE OF ACTION, ENTREPRENEURSHIP, GET SMALL TASK FORCES ROLLING UP THEIR SLEEVES, TAKING ON A PROBLEM AND GETTING SOMETHING DONE WITHIN A RELATIVELY SHORT TIME FUSE. THAT'S THE WAY TO MAKE THINGS MOVE, TO GET SUPERIOR PERFORMANCE IN ANY ORGANIZATION-- SET TASKS, SET DEADLINES, MAKE DECISIONS. ACT. STAY FLEXIBLE. CHANGE COURSE IF EXPERIENCE INDICATES. GET IT DONE AND MOVE ON. THAT'S THE TEMPO WE WANT AND NEED HERE.

HOW DO WE GET THIS DONE? SOME 15 YEARS AGO THE STATE DEPARTMENT, AFTER A SERIES OF OUTSIDE PANELS AND COMMISSIONS CREATED BY PRESIDENTS, BY CONGRESS, SOME OF THEM SELF-APPOINTED, HAD PRODUCED PONDEROUS AND UNREAD REPORTS, DECIDED TO EXAMINE ITSELF TO SEE HOW IT COULD DO BETTER. TWO HUNDRED AND FIFTY

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FOREIGN SERVICE OFFICERS DEPLOYED THEMSELVES INTO 13 SEPARATE TASK FORCES AND LABORED FOR 11 MONTHS TO PRODUCE THIS 600-PAGE VOLUME UNDER THE LABEL DIPLOMACY FOR THE SEVENTIES. IT IS COMMENDABLE THAT THE FOREIGN SERVICE APPLIED ITS OWN KNOWLEDGE AND EXPERIENCE TO DEFINE A NEW DIPLOMACY AND THIS WAS A GOOD EXERCISE FOR THE STATE DEPARTMENT. OUR STYLE IS DIFFERENT. I'M LOOKING FOR TWO PAGES IN THREE WEEKS PLUS ANY VALUABLE IDEAS AND SUGGESTIONS WHICH A QUICK AND SEARCHING SELF-EXAMINATION, INVOLVING NOT 250 PEOPLE BUT ALL OF US, CAN GENERATE. OUR STYLE IS TO LOOK FOR PROBLEMS AND NEEDS, TO SEARCH FOR AND MARSHAL THE EXPERIENCE AND TALENT TO RESPOND, GET IT DONE AND MOVE ON TO THE NEXT THING AS QUICKLY AS POSSIBLE. WE WANT TO EXTEND THAT SPIRIT, THAT STYLE, THAT TEMPO TO OUR NEW RECRUITS AND MORE WIDELY AMONG THOSE ALREADY HERE. WE'LL DO OUR SELF-EXAMINATION WITH A TASK FORCE. BUT IT WILL BE A BIG AND LOOSELY STRUCTURED TASK FORCE. IT WILL ENCOURAGE AND PROVIDE OPPORTUNITY FOR INDEPENDENT INITIATIVE AND THOUGHT FROM ALL LEVELS. IT WILL BE SHARPLY FOCUSED AND HAVE A SHORT TIME FUSE. EVERY MANAGER WILL RECEIVE A PACKAGE CONSISTING OF THREE PARTS: A ROUGH FIRST DRAFT OF A STATEMENT OF OBJECTIVES AND PRINCIPLES FOR CIA, A SAMPLE OF COMPARABLE STATEMENTS FROM A FEW OTHER ORGANIZATIONS OF OUTSTANDING QUALITY, AND A QUICK SUMMARIZATION OF FEATURES AND METHODS THE AUTHORS OF THIS BOOK FOUND IN THE MOST EFFECTIVE PRIVATE ORGANIZATIONS OUR COUNTRY HAS DEVELOPED. EACH MANAGER WILL BE EXPECTED TO USE HIS JUDGMENT ON HOW BEST TO GET THE PEOPLE HE WORKS WITH INVOLVED IN CRITIQUING AND IMPROVING THE DRAFT STATEMENT OF OBJECTIVES AND GETTING

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THEIR BROAD UNDERSTANDING, ACCEPTANCE AND COMMITMENT TO THOSE OBJECTIVES. I WOULD RECOMMEND WORKING IN SMALL GROUPS AND IN SHORT MEETINGS, BUT URGE THAT YOU FOLLOW YOUR OWN INSTINCTS AND DEVELOP YOUR OWN METHODS TO INVOLVE THE PEOPLE WHO WORK WITH YOU.

I WILL EXPECT EACH MANAGER TO HAVE BY 22 FEBRUARY AN IMPROVED STATEMENT OF GOALS FOR CIA AND A SUCCINCT MEMO SUMMARIZING THE IMPORTANT THOUGHTS AND RECOMMENDATIONS WHICH DEVELOPED IN THIS PROCESS AMONG THE PEOPLE WHO REPORT TO HIM. I WILL READ AND DISCUSS THESE RESPONSES CAREFULLY AND WE WILL PROMULGATE A STATEMENT OF OUR ORGANIZATIONAL OBJECTIVES BEFORE FEBRUARY IS GONE.

THANK YOU!

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